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Forms and Methods of Promoting the Participative Management in the Organization

The following paper presents the most practical and modern methods and forms of promoting the participative management in the organization. It also gives some theoretical and practical conclusions regarding the long period of transition in which this type of management has improved.

1. Introduction

The contribution to management is not identical in each company. Normally there are concrete ways through which the requests and objectives of this kind of management are put into practice. It is normal to appear differences or specific elements from one organization to another, some of them being related with the national characteristics of management.

For example the american management puts an accent on inventively, economic initiative, high technology, while the japanese management puts an accent on quality, high technology and training the personnel.

It is common knowledge that the contribution to management should develop and be permanently improved.

2. Forms and ways of promoting the participative management

An important role in the development of participative management is held by managers, meaning the style of running a company.

Here is an example of how authority is carried out by managers and the subordinates' freedom concerning the involvement in leadership.

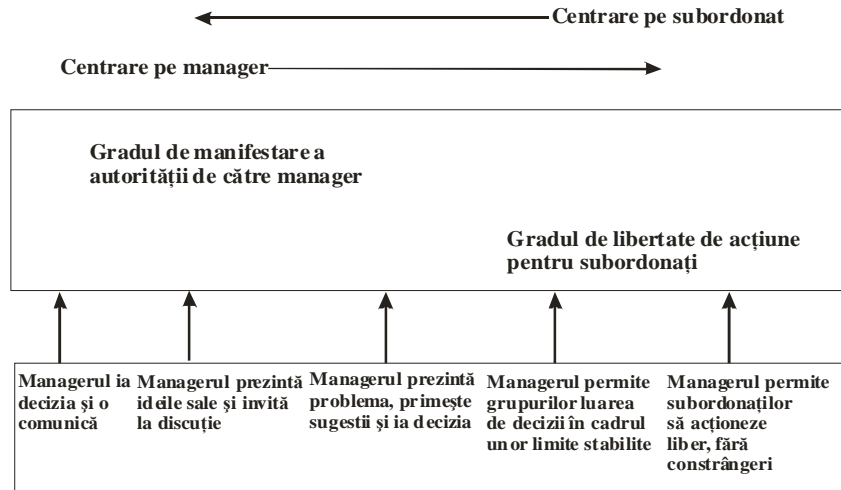


Figure 1. The proportions between the managerial competence and the subordinates' freedom to act.

It is a common fact to see different ways of participating to leadership, even in the same organization.

There are managers who have a bossy style, they block the subordinates from taking part to leadership, and there are managers who have a democratic style, who allow the subordinates to lead.

There are several situations based on the level of freedom that the subordinates have in taking decisions.

There are three typical situations as it is showed:

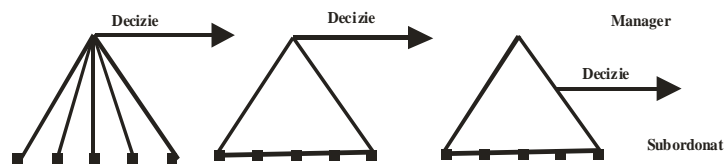


Figure 2. Examples of situations which represent the decisional implications of the subordinates.

In case **a**, the manager has a discussion with each employee from his team, by taking suggestions from them and then he take a decision all by himself.

In case **b**, the team debate the problems, have ideas, but the decision is taking by the manager who can take account the employees ideas or not.

In case **c**, the problems are debated by the team and they also take the decisions.

This is a real and efficient form of management.

We should not neglect the case **a** and **b** because they are important steps in participative management.

By giving responsibilities to others is also an important step in the participative management.

We meet two involvement forms in the participative management.

The direct involvement, it refers to the people who are in the board of the organization.

The indirect involvement refers to participating to leadership, specific to some board members.

Some members of the organization are empowered by the others to sustain their suggestions, to represent them when it comes to taking a decision.

This form is also adopted by some manager's consult with their subordinates when taking decisions.

There are some other ways of promoting the indirect involvement.

For example, forming committees is at the high level of organization who offer counseling to those who take decisions.

3. Conclusion

These forms of involvement are continually developing, to enlarge the participative management, to create a true participative mentality which brings performances at the level of organization and in the same time, a high satisfaction for the individual.

On this basis a modern participative management is developed, a management in which direct and indirect involvement are combined, in which the manager's professionalism can be completed with the subordinates' ideas, suggestions and points of view.

A modern tendency in organizations is raising the importance of participative management.

The extension of the members' participation can be realized in two ways:

- by increasing the number of participants
- by opening access to taking decisions.

It is also necessary for the managers to take into account the limits of participating through representatives, looking for the positive effect that it has over the activity of the organization

In their activity, managers should take into account some rules regarding participation:

- a) the employees' attitude towards their results is more positive if they had taken decisions. If the members of an organization take decisions they consider it has being their own.
- b) No member the member of those who take a decision, the last word should be that of the manager. He must take the whole responsibility
- c) The manager has the duty to encourage the collaboration with positive effects for the future.

I consider that the decisional process is the essence of leadership and the participative management consists of the employee's involvement in this process.

References

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